Joint Innovation and Experimentation Executive Council Meeting

1st Session/2007

Initial Planning IPR to Directorate Executive Leadership

COL Kelly Mayes
JI&E Plans & Assessments, Chief
Joint Innovation and Experimentation
USJFCOM, J9

IPR Agenda

Status of Attendees

Draft Conference Agenda

Issues

Executive Council Representatives

Principals Invited to JI&E Executive Council

Updated 1/4/2007 5:16:02 PM

Agency	Name/Title	Invite Ltr	Accepts	Regrets	Sending Rep	Rep	Comments
OSD	**Dr. David S. Alberts** Director of Research, Assistant Secretary of Defense for Networks & Information Integration, OSD	☒	☐	☒	☐	☐	
OSD	**Mr. Michael G. Knollmann** Assistant Deputy Under Secretary of Defense for Joint & Coalition Operations Support, OSD (AT&L)	☒	☒	☐	☐	☐	
OSD	**Dr. Thomas G. Mahnken** Deputy Assistant Secretary of Defense for Policy Planning, OSD	☒	☐	☐	☐	☐	
Joint Staff	**RADM Richard J. Mauldin** Director, Operational Plans and Joint Force Development, J7, The Joint Staff	☒	☐	☐	☒	☐	BG Bartell will attend for
Joint Staff	**MG Michael A. Vane** Vice Director for Force Structure, Resources and Assessment, J8, The Joint Staff	☒	☒	☐	☐	☐	
CC Staff	**Brig Gen Ricardo Aponte** Director, Transformation, J-7, U.S. Southern Command	☒	☐	☐	☒	☐	Mr. Kevin Johnson will attend for
CC Staff	**Mr. Kenneth S. Callicutt** Director of Capability and Resource Integration, J8, U.S. Strategic Command	☒	☒	☐	☐	☐	
CC Staff	**Mr. Charles G. Carpenter** Director, Programs, Resources, and Analysis, J8, U.S. Northern Command	☒	☒	☐	☐	☐	
CC Staff	**Ms. Heidi H. Grant** Director of Resources and Assessments, U.S. Central Command	☒	☒	☐	☐	☐	
CC Staff	**RADM Mark D. Harnitchek** Director Strategy, Policy, Programs and Logistics, U.S. Transportation Command	☒	☐	☐	☐	☐	
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Principals Invited to JI&E Executive Council

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Agency	Name/Title	Invite Ltr	Accepts	Regrets	Sending Rep	Rep	Comments
CC Staff	**BG Steven J. Hashem** Director, Center for Knowledge and Futures, J7/9, U.S. Special Operations Command	☒	☒	☐	☐	☐	
CC Staff	**BG Melvin G. Spiese** Deputy Director for Strategy, Policy and Assessments, J5/8, U.S. European Command	☒	☐	☐	☐	☐	
CC Staff	**COL Robert M. Toguchi** Acting Deputy Director for Forces, Resources, and Assessment, J8, U.S. Pacific Command	☒	☐	☐	☒	☐	Mel Chaloupka will attend as PACOM rep
USCG	**RADM David P. Pekoske** Assistant Commandant for Operations CG-3	☒	☐	☐	☐	☐	
USMC	**BGen Randolph D. Alles** Commanding General, Marine Corps Warfighting Laboratory	☒	☒	☐	☐	☐	
USMC	**MajGen Jon A. Gallinetti** Deputy Commander, U.S. Marine Corps Forces Command	☒	☒	☐	☐	☐	
USN	**RDML Philip H. Cullom** Director, Strategy and Policy Division, OPNAV N51	☒	☐	☐	☐	☐	
USN	**RDML Dan W. Davenport** Director, Assessments Division, OPNAV N81	☒	☐	☐	☐	☐	
USN	**Mr. Joseph W. Murphy** Acting Chief of Staff for Capabilities and Resource Integration, Fleet Forces Command	☒	☒	☐	☐	☐	
USN	**CAPT Timothy L. Davison** Acting Commander, Navy Warfare Development Command	☒	☐	☐	☒	☐	CAPT Geragotelis will attend for

Principals Invited to JI&E Executive Council

Updated 1/4/2007 5:16:02 PM

Agency	Name/Title	Invite Ltr	Accepts	Regrets	Sending Rep	Rep	Comments
USA	**MG George A. Higgins** Assistant Deputy Chief of Staff, G-3/5/7	☒	☐	☐	☐	☐	
USA	**MG Richard J. Rowe** Chief of Staff/Deputy Director, Army Capabilities Integration Center (ARCIC), TRADOC	☒	☐	☐	☐	☐	
USAF	**Brig Gen Frank Gorenc** Director of Operational Plans & Joint Matters, A5X, Headquarters, U.S. Air Force	☒	☐	☐	☒	☐	Col Brian Bishop will attend for
NATO/ACT	**BGen Ernst Otto Berk** Deputy Assistant Chief of Staff, ACT	☒	☐	☐	☒	☐	CAPT Shield will attend for

Executive Council Designated Representatives

Designated Reps Attending JI&E Executive Council

Updated 1/5/2007 7:00:18 AM

Agency	Name/Title	Invite Ltr	Accepts	Regrets	Sending Rep	Rep	Comments
OSD	**Mr. Terry J. Pudas** Deputy Assistant Secretary of Defense (Acting) for Forces Transformation & Resources (FT&R), Under Secretary of Defense	☐	☐	☐	☐	☒	Did not receive an invitation, however plans to attend
Joint Staff	**BG Arthur M. Bartell** Vice Director, Joint Operational Plans and Interoperability, J7	☐	☐	☐	☐	☒	Attending for RADM Mauldin
CC Staff	**Mr. Mel Chaloupka** Chief, Transformation, Experimentation & Acquisition Division, U. S. Pacific Command, J85	☐	☐	☐	☐	☒	Attending as PACOM rep
CC Staff	**Mr. Kevin Johnson** Deputy, J-7, U.S. Southern Command	☐	☐	☐	☐	☒	Attending for Brig Gen Aponte
USN	**CAPT John M. Geragotelis** Chief of Staff, Navy Warfare Development Command	☐	☐	☐	☐	☒	Attending for CAPT Davison; CAPT Sears will attend with
USN	**CAPT John Sears** JCD&E, Naval Warfare Development Command	☐	☐	☐	☐	☒	Attending with CAPT Geragotelis
USAF	**Col Brian Bishop** Deputy Director Concepts Operations, HQ USAF/A5XC	☐	☐	☐	☐	☒	Attending for Brig Gen Gorenc
NATO/ACT	**CAPT Kathy Shield** Branch Head Operational Experimentation, Allied Command Transformation	☐	☐	☐	☐	☒	Attending for BGEN Berk

Desired Outcomes

- **Provide JI&E Peers an update of activities since the July 06 session**
  - **OPsDEPs Brief Results**
  - **4 Dec Chairman's memo**
  - **Establishment of a JI&E Battle Rhythm**

- **Brief the JI&E Peers on the current status of 08/09 CPLAN development efforts**
  - **Summary of WFC collected in OCT**
  - **Summary of screening & combining efforts**
  - **Presentation of the "draft" prioritized 08/09 WFC for concurrence and or refinement**

- **Gain JI&E Peer buy in on proposed scope and purpose of the JI&E Process document**

- **Gain JI&E Peer Support of Way Ahead**

Draft Conference Agenda

0800-0900	***Welcome and Introduction (J9, JS J7, AT&L)***
0900-1000	***Status of the JI&E Enterprise***
1000-1020	***Break***
1020-1200	***CPLAN Review and Way Ahead*** ***- Background (Oct 06-Present)*** ***- Initial Prioritized WFC*** ***- Way Ahead (I.D. Solutions and Plan Activities)***
1200-1300	***Working Lunch (Demos/Info Briefings)***
1300-1400	***Futures Discussion and Way Ahead***
1400-1440	***Discussion***
1440-1500	***Break***
1500-1520	***EPG Scope, Purpose and Way Ahead***
1520-1600	***Wrap-up and Closing Comments***

Conference End State

1. *Review Status of the JI&E Enterprise*
2. *Agreement and Support on JI&E Way Ahead*
   - *CPLAN Way Ahead (I.D. Solutions and Schedule Activities)*
   - *EPG Scope, Purpose and Way Ahead*
3. *Agreement to Initiate JSAP 136 on FY08/09 WFC*
4. *Understand Futures Status and Way Ahead*
5. *Capture Recommendations on JI&E Update*

JI&E Enterprise Status

Accomplishments:

Conducted OPSDEPS Brief

CJCS Guidance Memo

Completed EPG 2006

Initiated the FY08-09 Campaign Plan Development

Completed Draft WFC for Staffing

Initiated EPG Joint Writing Team to Lead Revision Effort

Transitioning JI&E Coordination to Executing the Process

- ***Conducted 2 JI&E Development Team Meetings***
- ***Sustaining JI&E Weekly Teleconferences***

Review JI&E FY08/09 WFC

1. Background

- *Collection Process*
- *Participation*

2. Draft Challenges

3. Discussion and Sensitivity Analysis

CPLAN Way Ahead

1. *Given a prioritized list of WFCs*

2. *Who should be participating in the Solutions Identification process?*

3. *Given a known range of Solutions, we will need to synchronize effort to address most important issues*

   while - How do we better align our efforts?

   - How do we gain leverage and synergy addressing similar issues?

EPG Revision

1. *Combined writing team composition and charter*
2. *Progress review*
   - *Scope*
   - *Purpose*
3. *Way Ahead*

JROC JI&E Update

Briefing Outline:

1. *OPSDEPS Brief*
2. *CJCS Guidance*
3. *JI&E Enterprise Accomplishments*
4. *Review Draft JI&E FY08/09 Warfighter Challenges*
5. *Promising Results from JI&E Effort*
6. *JI&E Way Ahead*

Back-up Slides

COL Mayes Previous Slides
30 Jan Two Star PEER Review

INTENT

- **Provide JI&E Peers an update of activities since the July 06 session**
  - **OPsDEPs Brief Results**
  - **4 Dec Chairman's memo**
  - **Establishment of a JI&E Battle Rhythm**
- **Brief the JI&E Peers on the current status of 08/09 CPLAN development efforts**
  - **Summary of WFC collected in OCT**
  - **Summary of screening & combining efforts**
  - **Presentation of the "draft" prioritized 08/09 WFC for concurrence and or refinement**
- **Gain JI&E Peer buy in on proposed scope and purpose of the JI&E Process document**

STATUS

- **08/09 WFC collected, screened, consolidated**
  - **Good enterprise participation (CENTCOM joined late)**
- **Invites to Peers sent**
  - **Invited 32, 24 accepted to date, 1 regret (14 reps)**

- **9-12 Jan JI&E 06 level development of prioritized list of 08/09 WFCs**
  - **Have developed the capability in the portal to do real time sensitivity analysis**
  - **Over 80 participants representing all services, all COCOMS, JFCOM J8, J7, JIOC-X**
- **15 Jan "draft" 08/09 WFC list will be provide to Peers for review prior to the 30 Jan session**
-

ISSUES?

- **C Plan development methodology**
- **Development of business rules for Peer concurrence of 08/09 WFC prioritization**
- **Location of the event (Seating is the issue)**
- **Do we invite the JFCOM Peers**
- **Do we conduct a social the night before**
- **Working or non working lunch**
- **Development of our (J9) strategic message**
- **Resourcing COCOM experimentation**
- **OSD AT&L, & Policy present: Dr Alberts regrets**

Pudus Briefing Slides

CDR's Transformation Strategic Goal

A Long War Focus …
…Implications to JFCOM

Goals

- Provide Focused Support to Win the War on Terror
- Deliver Trained, Capable, Interoperable Joint Force
- Ensure Global Force Management & Visibility
- Develop Robust, Capable Joint Command & Control
- **Lead continuous effort to Transform the Joint Force**
- Establish Enhanced, Agile Business Processes

Lead the Transformation of the Joint Force

Cross-coordinate the transformational actions of the services, other government agencies, and our international partners to improve our ability to conduct integrated planning, coordination, and execution of complex operations.

Identify and develop the joint capabilities that provide COCOM Commanders with the ability to operate continuously and effectively within any adversary's decision-cycle, under any conditions, now and in the future.

J9 MISSION

Coordinate Department of Defense Concept Development and Experimentation efforts and lead the development, exploration and assessment of new joint concepts, organizational structures and emerging technologies.

Strong OSD advocacy is essential

How We Do It

Dimensions of Transformation

- Organizational Design
- Capabilities
- Processes
- Authorities
- Concepts
- Cultures

Unclassified
JFCOM Transformational Objectives
1. Enable Achievement of Unified Action
2. Integrate Operations with Intelligence
3. Enhance Joint Command and Control
4. Improve Joint Force Deployment and Sustainment
5. Develop Joint Concepts
6. Enable Strategic Communications
7. Develop & Support JI&E Community Processes
J9 – United States Joint Forces Command
Unclassified
3

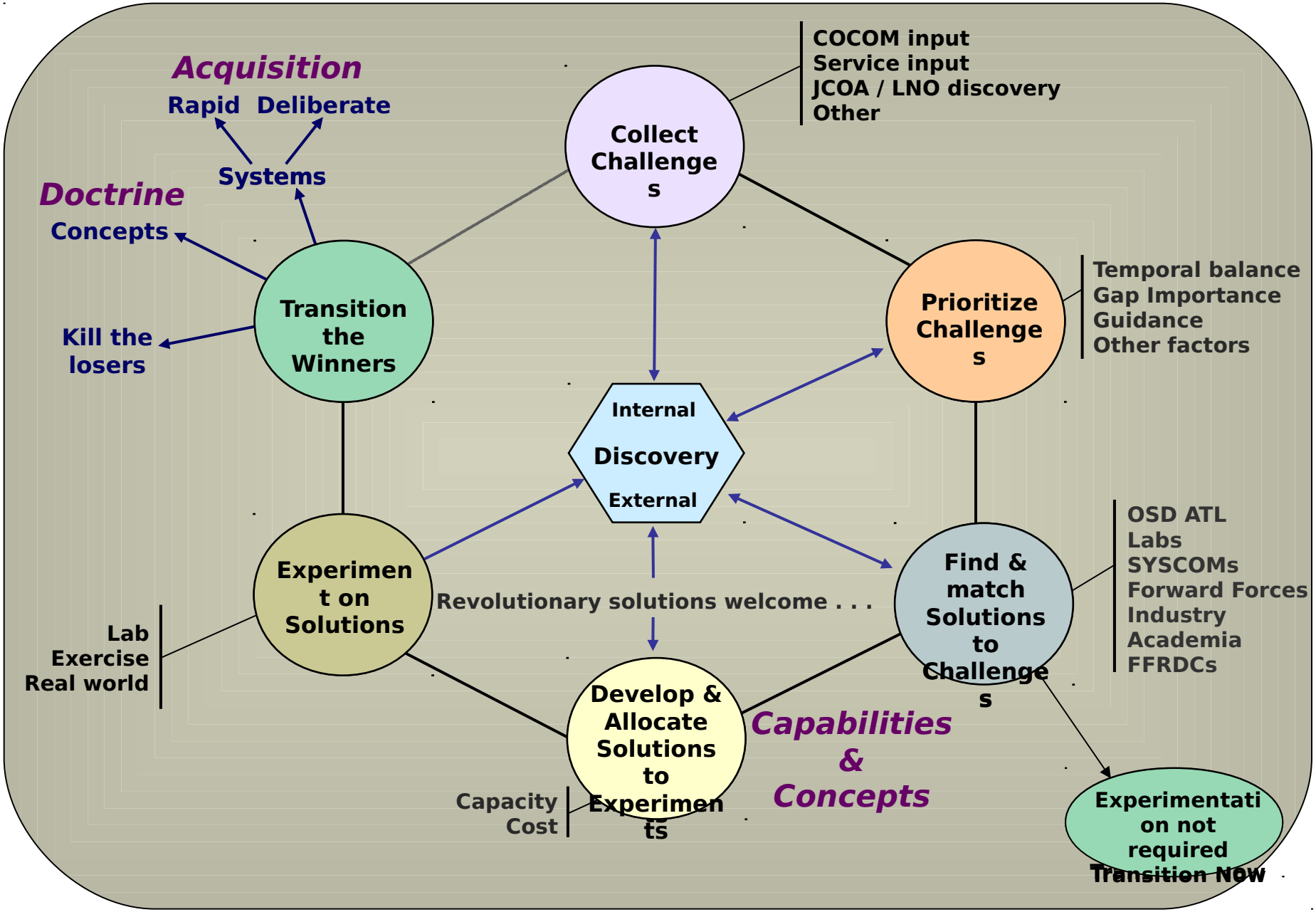
J9 Business Lines

- **Joint Concepts** (ways of operating)
- **Joint Capabilities** (means of operating)
- **Integrating Environment** for transformation activities

JFCOM J9 organization:

- Deployment & Logistics Unit
- Future s Unit
- Innovation Unit
- Experimentation Unit

How We Do It: The JI&E Enterprise Process



JI&E Customers & Partners

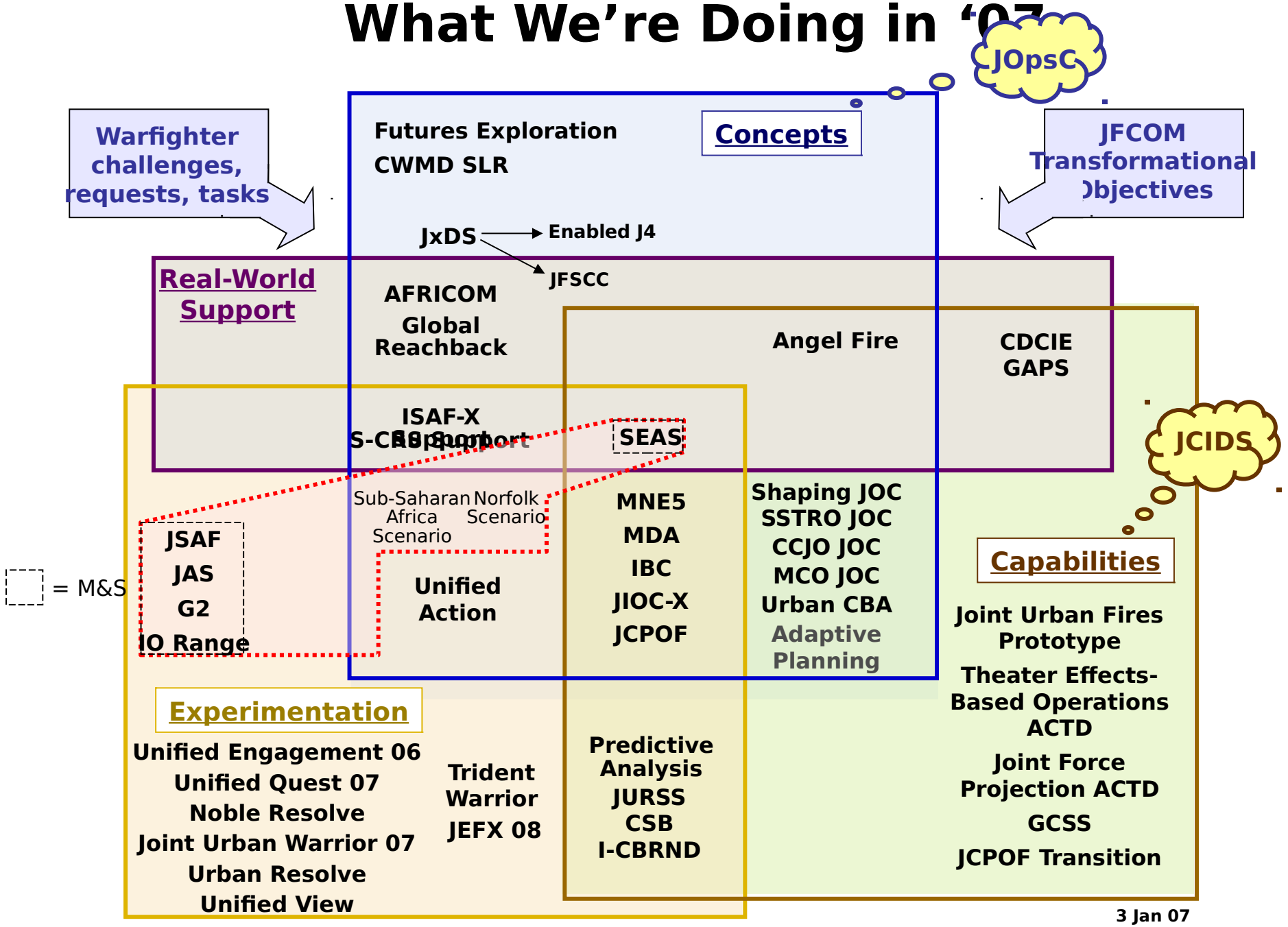
Technical idea implementers

Non-US or non-military partners

Technical idea factories

Concept idea factories

What We're Doing in '07



3 Jan 07

Enable Achievement of Unified Action

Unified Action Series

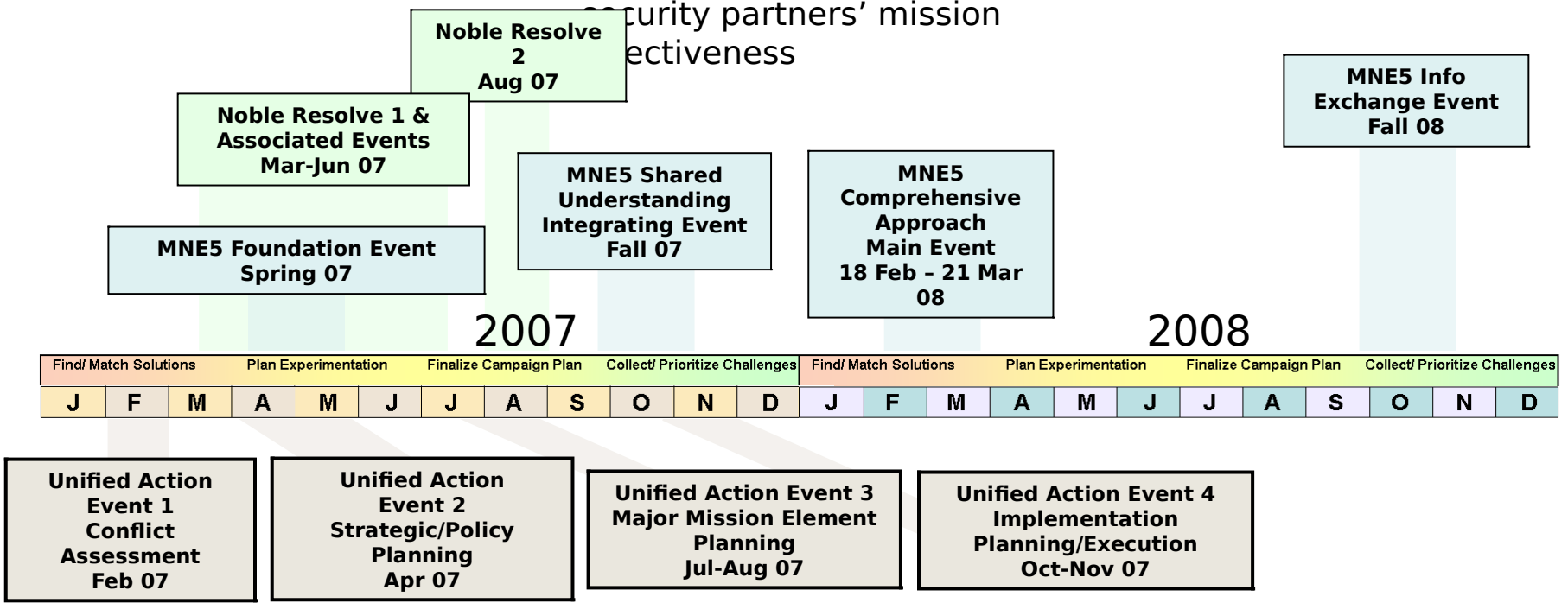
Objective: Test the structures, processes, and capabilities necessary to improve USG whole-of-government capacity to plan for and execute integrated conflict and crisis prevention, mitigation or response operations

Noble Resolve Series

Objective: Investigate and identify capability gaps, develop recommendations, DOTMLPF proposals and new tactics, techniques and procedures to measurably improve the COCOMs and homeland security partners' mission effectiveness

Multinational Experiment 5

Objective: Investigate and develop and agreed method by which multinational Partners can plan, execute and assess a comprehensive approach to crisis prevention and response


Noble Resolve 2 Aug 07
Noble Resolve 1 & Associated Events Mar-Jun 07
MNE5 Info Exchange Event Fall 08
MNE5 Shared Understanding Integrating Event Fall 07
MNE5 Foundation Event Spring 07
MNE5 Comprehensive Approach Main Event 18 Feb – 21 Mar 08
2007
2008
Find/ Match Solutions
Plan Experimentation
Finalize Campaign Plan
Collect/ Prioritize Challenges
J F M A M J J A S O N D J F M A M J J A S O N D
Unified Action Event 1 Conflict Assessment Feb 07
Unified Action Event 2 Strategic/Policy Planning Apr 07
Unified Action Event 3 Major Mission Element Planning Jul-Aug 07
Unified Action Event 4 Implementation Planning/Execution Oct-Nov 07

Integrate Operations with Intelligence

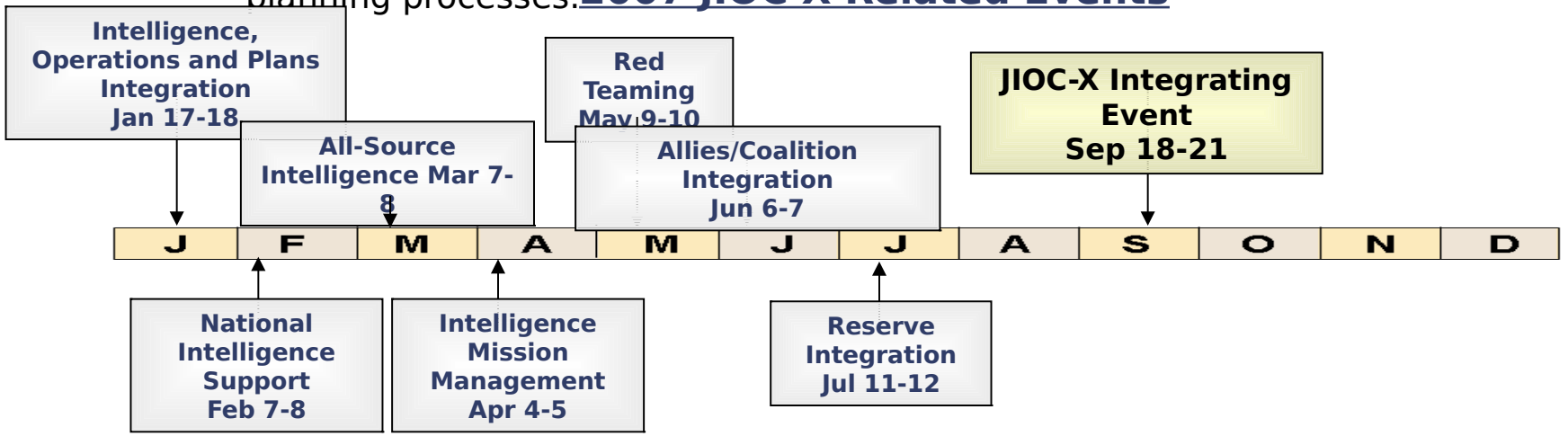
Joint Intelligence Operations Center - Transformation (JIOC-X)

The JIOC-X is an entity created to address, develop, experiment with and deliver joint operational intelligence solutions to increase the combat effectiveness of Combatant Commanders and other related DoD activities

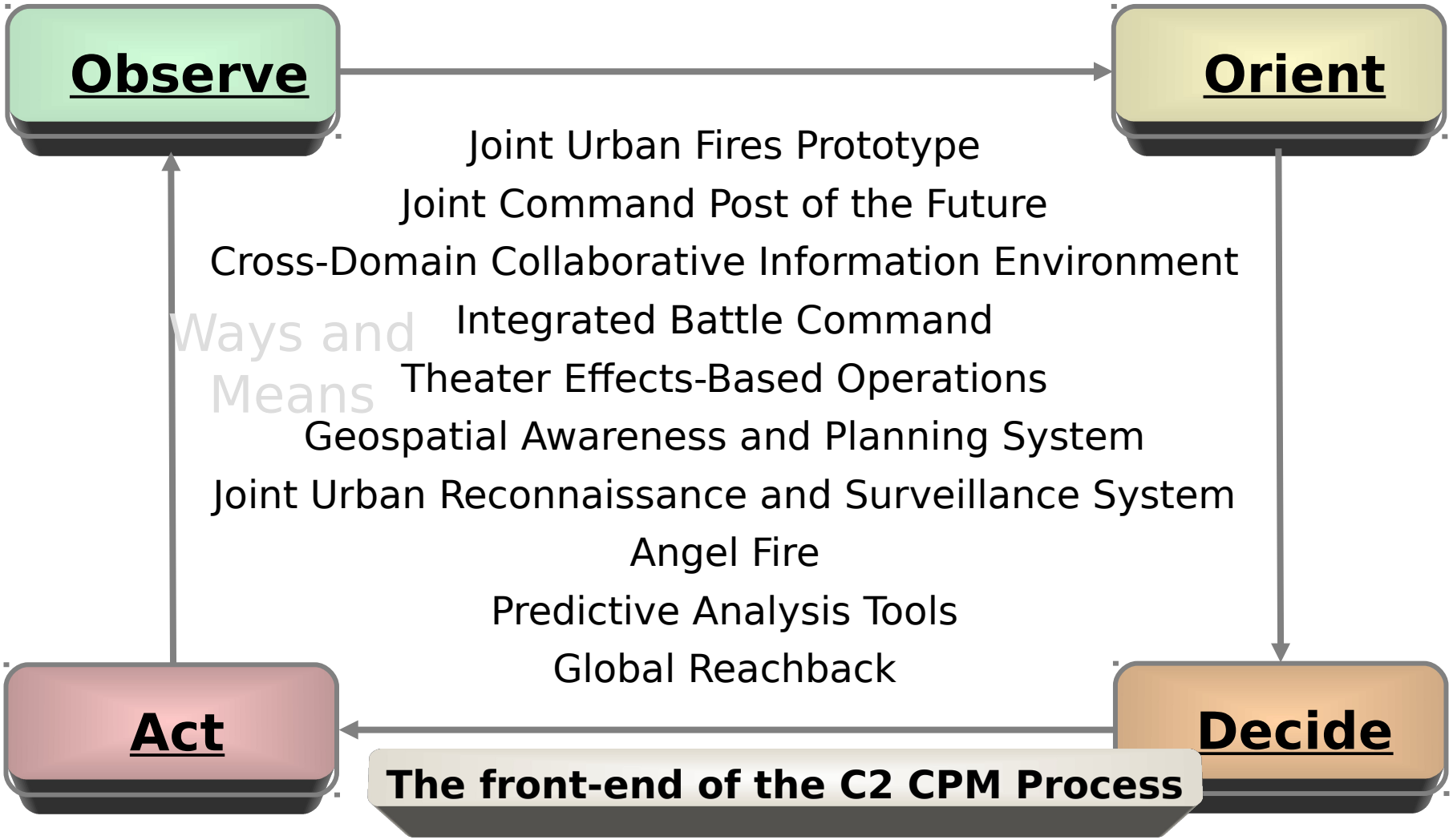
Focus Areas:

- Improving joint intelligence, operations, and plans integration and interoperability;
- Expanding information access and sharing;
- Improving situational awareness;
- Increasing the speed/agility of operations; and,
- Incorporating Intelligence Campaign Planning into emerging operational planning processes.

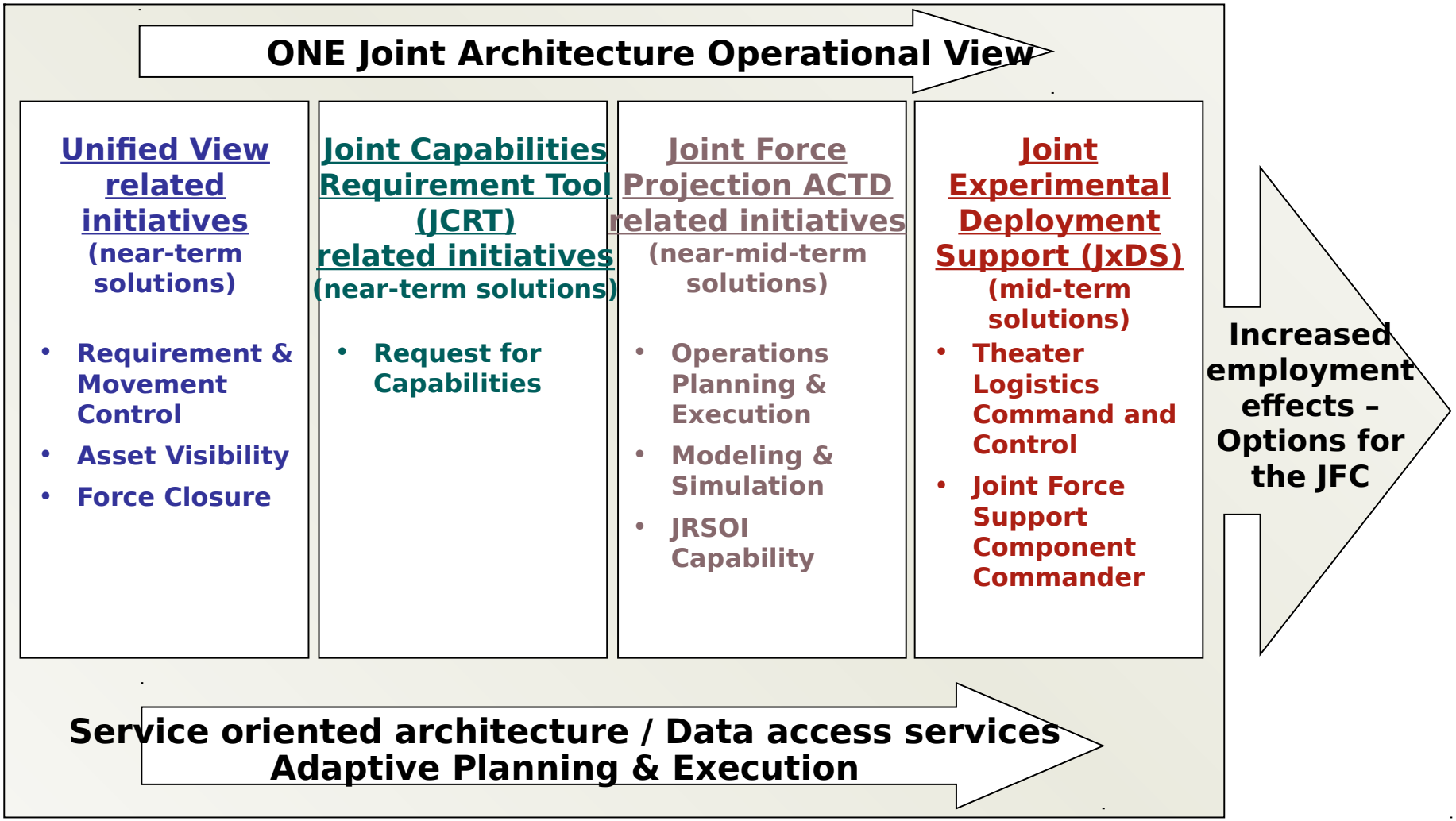
2007 JIOC-X Related Events



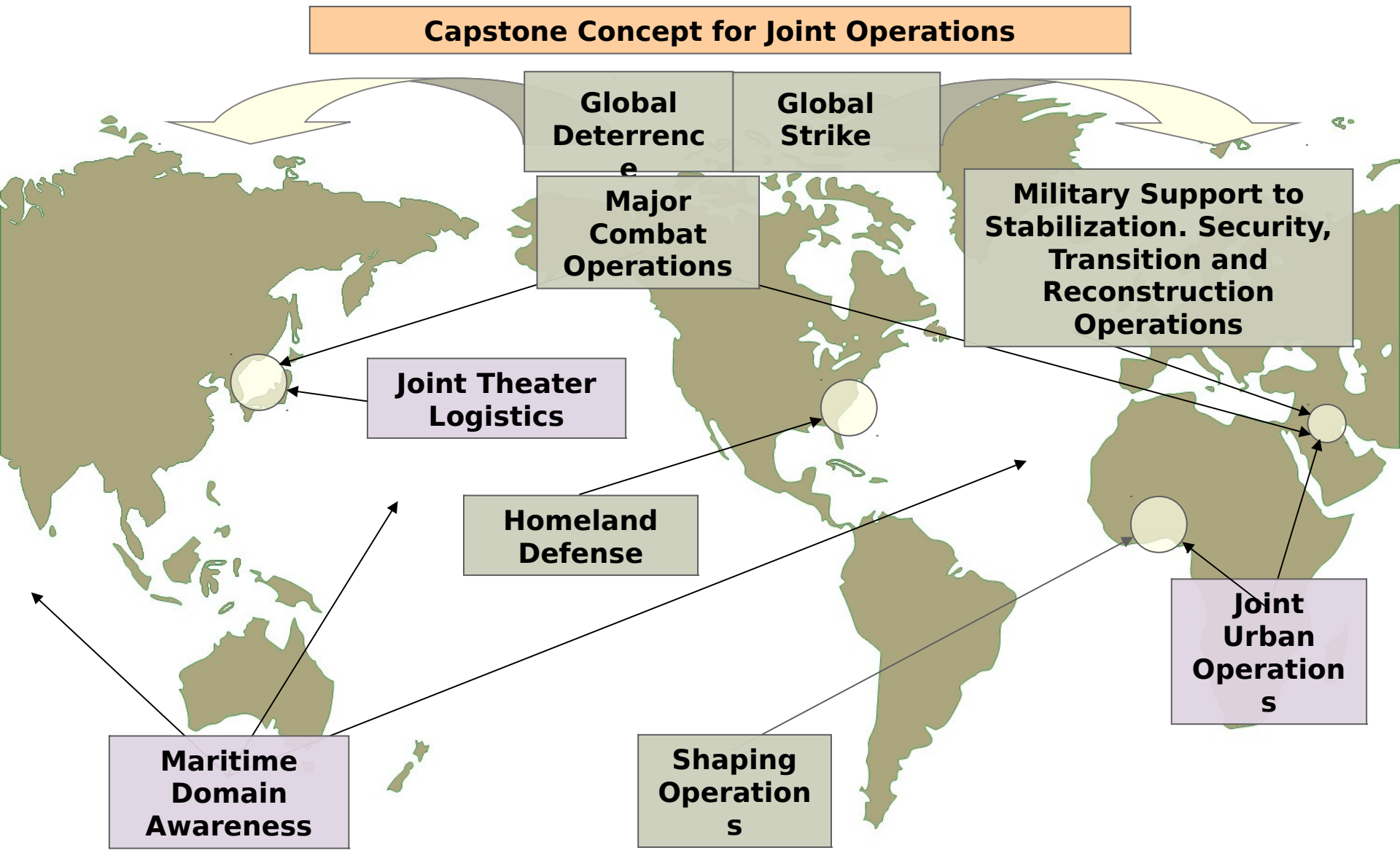
Enhance Joint Command and Control



Improve Joint Force Deployment and Sustainment

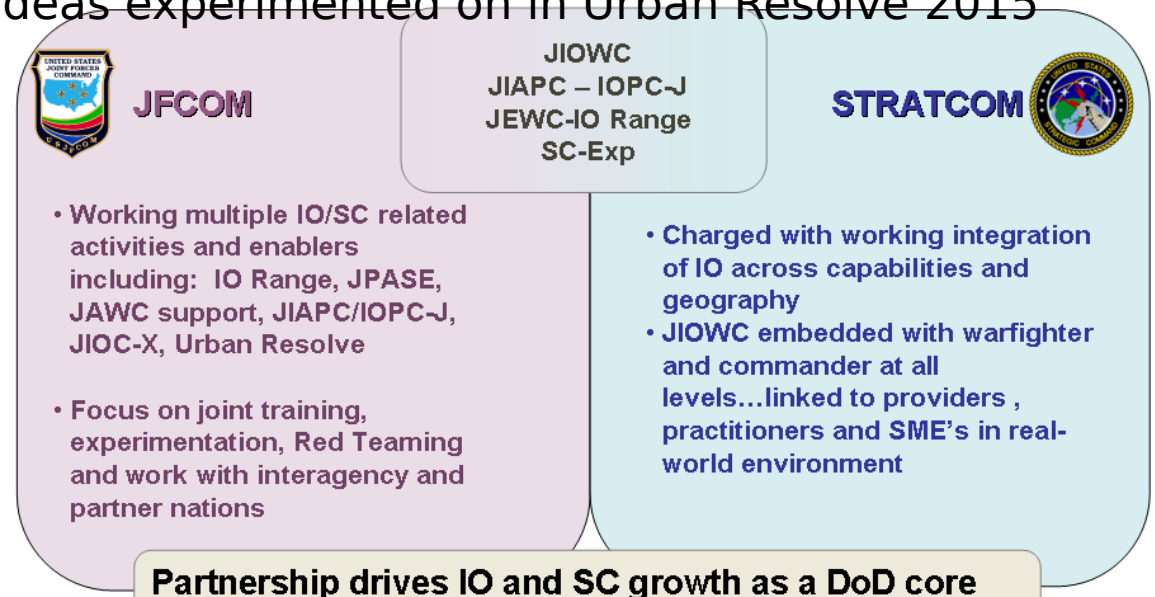

ONE Joint Architecture Operational View
Unified View related initiatives
(near-term solutions)
• Requirement & Movement Control
• Asset Visibility
• Force Closure
Joint Capabilities Requirement Tool (JCRT) related initiatives
(near-term solutions)
• Request for Capabilities
Joint Force Projection ACTD related initiatives
(near-mid-term solutions)
• Operations Planning & Execution
• Modeling & Simulation
• JRSOI Capability
Joint Experimental Deployment Support (JxDS)
(mid-term solutions)
• Theater Logistics Command and Control
• Joint Force Support Component Commander
Increased employment effects – Options for the JFC
Service oriented architecture / Data access services
Adaptive Planning & Execution

Develop Joint Concepts

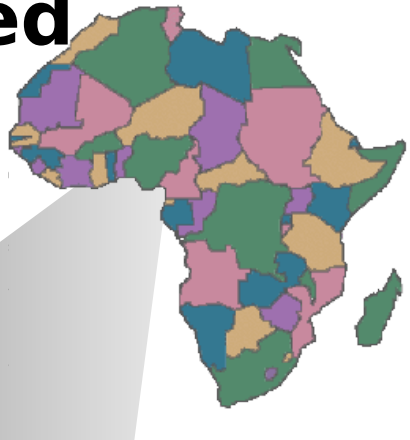


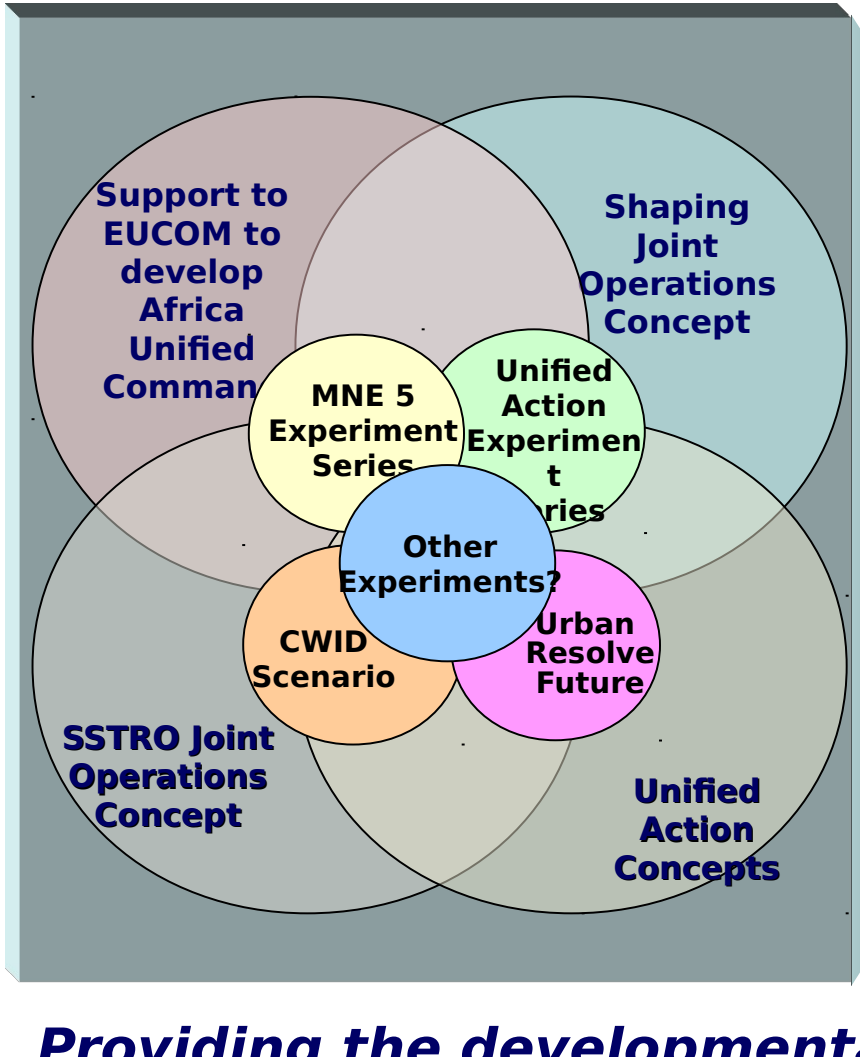
Enable Strategic Communications

- Actions taken to achieve effects in the perception and influence domains, including:
  - Traditional Information Operations pillars
  - Media operations
  - Physical actions to create information effects
  - Strategic Messaging
  - Public diplomacy
- Partnership with STRATCOM:
  - Direct support to Joint Information Operations Warfare Command
  - Initial ideas experimented on in Urban Resolve 2015


JFCOM
JIOWC
JIAPC – IOPC-J
JEWC-IO Range
SC-Exp
STRATCOM
• Working multiple IO/SC related activities and enablers including: IO Range, JPASE, JAWC support, JIAPC/IOPC-J, JIOC-X, Urban Resolve
• Focus on joint training, experimentation, Red Teaming and work with interagency and partner nations
• Charged with working integration of IO across capabilities and geography
• JIOWC embedded with warfighter and commander at all levels…linked to providers , practitioners and SME's in real-world environment
Partnership drives IO and SC growth as a DoD core competency and directly supports warfighter needs

Linking Joint Concepts and Unified Action Through Experimentation





Partners

- DOS
  - PM
  - AF
  - CRS
- USAID
- Other IA
- NGOs
- EUCOM

- Less costly to develop a single scenario
- No investment for players to learn a fictitious scenario
- Raise awareness of Africa and inform potential future operations

Providing the developmental framework for Unified Action . .

. . . While gaining key insight into areas we may operate in

The Synthetic Experimentation Tool Kit

Synthetic Environment for Analysis & Simulation (SEAS)

Effects-Based

Incorporates: Political, Military, Economic, Social, Information, and Infrastructure (PmESII) interactions for 62 countries.
Integrates: Non-State Actors, such as terrorist networks, black market economy, and competing insurgent groups.
Demonstrates: Media and propaganda's influence on public opinion.

CUSTOMERS

SOUTHCOM, DOS, OSD PA&E, JS J8, USMC, Gen McNeill & ISAF-X

CUSTOMERS

CENTCOM, Navy, AFRL, USMC, Australia

Typical *and* Specific urban environments: Based upon real world locations.
Culturally relevant , populated by up to 2 million citizens.
Air/Sea/Land: Sensors and weapons can interact.
Distributed: Super computer supported.
USJFCOM Proponent: Built, enhanced, managed. Only

Joint Semi-Automated Forces (JSAF)

Virtual Human-in-the-Loop

Joint Analysis System (JAS)

Constructive

Joint Campaign Analysis tool: BORN JOINT simulation.
Uncovers joint interdependencies: Supports rigorous trade-space analysis.
Perception-based: C4ISR dependent.
Adaptive architecture: Provides capability to multiple communities, DISA certified for distributed use on SIPRNET

CUSTOMERS

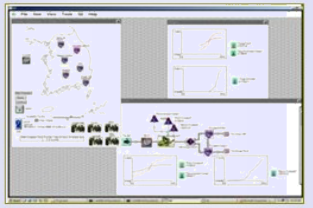
OSD PA&E, OSD NII, DTRA, USAF

CUSTOMERS

JIEDDO, OSD DDRE, ISAF-X

Automation Systems: Optimize transportation feasibility.
Enterprise Modeling: Operational Net Assessment (ONA) modeling.
Network Systems: Compares information sharing concepts.
Practice & Policies: Models organizational structures.

G2



Process Modeling

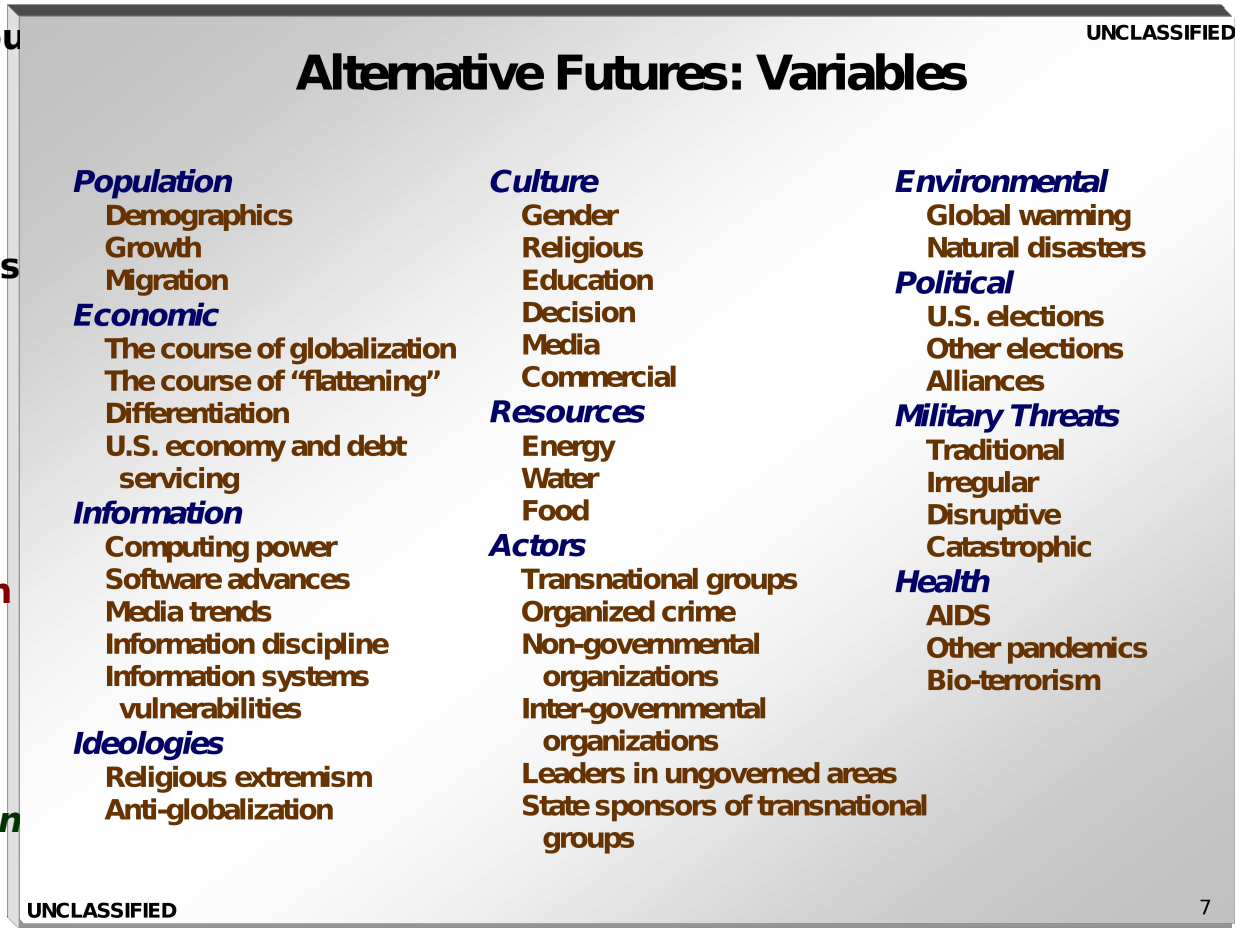
Discovering Alternative Futures

To Whom We Listen

- Senior mentors
- Transformation Advisory Grou
- Intelligence community
- COCOMs/Services
- JFCOM Components
- OSD/Joint Staff
- USG Departments & Agencies
- Multinational partners/NGOs
- Service Colleges/Academia
- FFRDCs
- Industry

Inputs/Outputs

- Web search/literature search
- Service and joint concepts
- War games
- Seminars/conferences
- Red Cell
- *Joint Operational Environmen*
- Senior leader forums
- Monthly e-mail products
- Briefings to leadership
- White papers



Takeaways

Taking JI&E to the next level:

- Improve how we gather and prioritize Warfighter Challenges
- Improve our understanding of alternative futures
- Gain better visibility over the domain of potential solutions
- More fully capture the range of experimental activity . . . including in the field
- Bring more experimentation into exercises
- Improve linkage among experiments & exercises
- Greater emphasis on transition of products to users
- Link more closely with Joint Staff and OSD processes

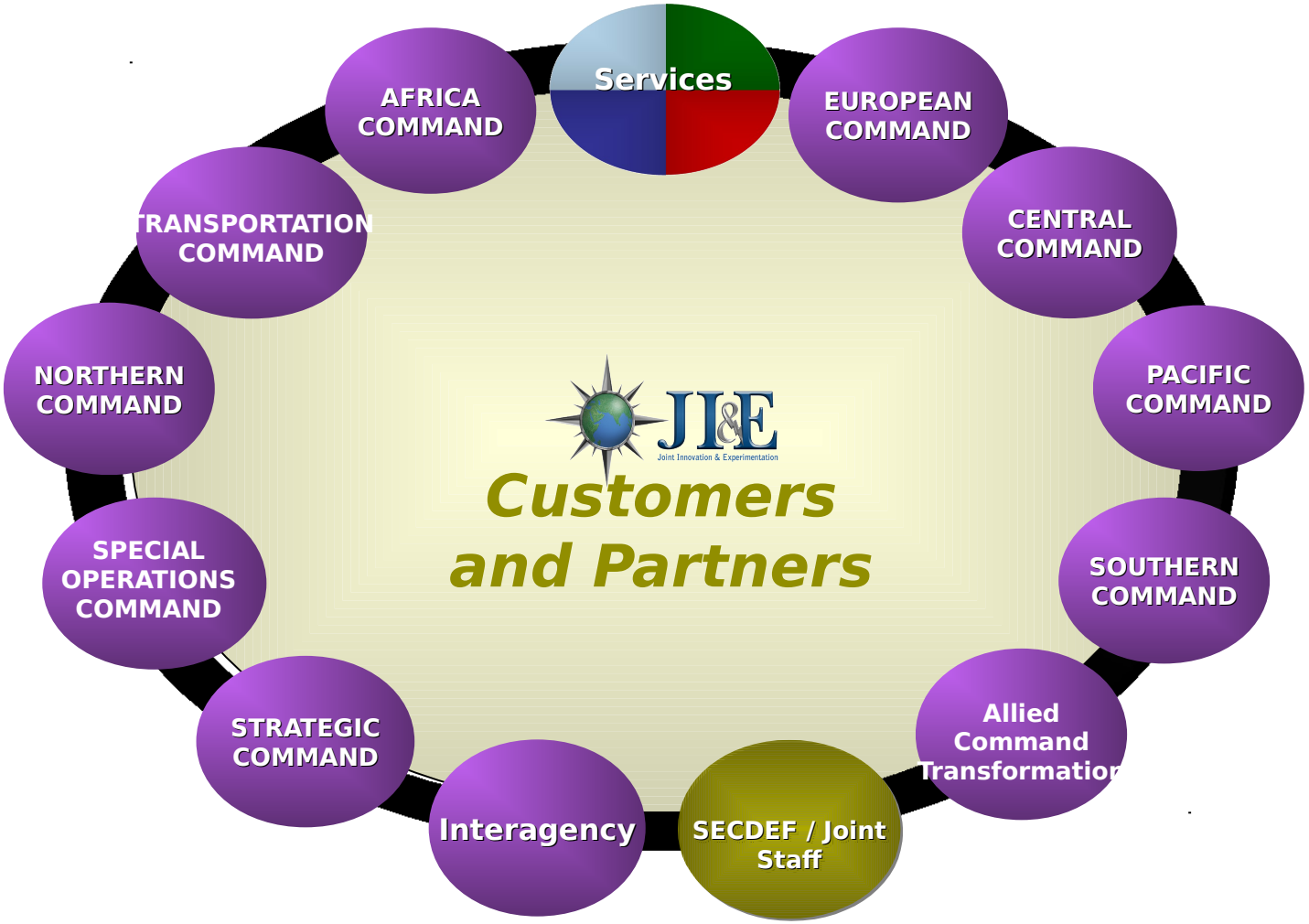
Partnership with OSD(P):

- Establish a solid relationship
- Partner where and when possible
- A J9 advocate in OSD and USG
- Influence our activity

Keep the transformation momentum going

“Unique joint solutions to the problems our customers are trying to solve”

Primary Customers



Joint AFRICOM/J9 Initiatives

Back

JI&E / Service Initiatives

Joint Air Force/J9 Initiatives

1. Urban Resolve – Directed energy weapons; UAS proliferation and airspace control initiatives; Non-traditional ISR
2. Unified Engagement 06 – Persistent ISR; Joint Interagency Support Team (JIST).
3. Joint Force Provider ACTD
4. JI&E Enterprise Program Guide and CPLAN for Joint Experiments
5. Joint Analysis System (formerly JWARS) for joint force capability analysis
6. Unified View 06 – Integration of Force Projection and Sustainment
7. Requirements
8. Sharing Operational Concept
9. Distributed Experimentation Environment

Joint Army/J9 Initiatives

1. Urban Resolve 2015/Omni Fusion
2. Unified Quest Series
3. UR CO CIED Support
4. Joint Fires Initiative Support
5. JFSCC/JxDS Support
6. Joint Operating Environment (JOE) Collaboration
7. CPOF to JCPOF
8. Joint Precision Airdrop System Development
9. Co-Development of MCO & SSTRO Concepts
10. Experimentation Enterprise Process Guide Development

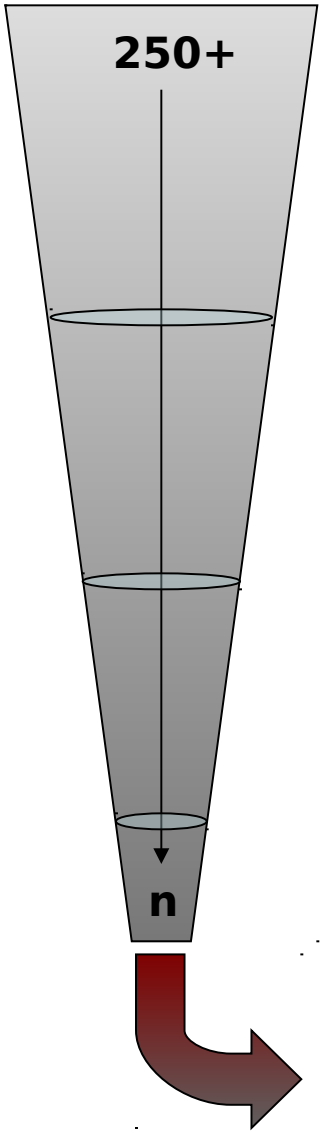
Joint Navy/J9 Initiatives

1. TLAM 3rd party targeting (UR2015, JUFP)
2. Maritime Domain Awareness (TW07, MNE5, UQ07)
3. Maritime Headquarters Development (TW07, JEFX 08)

Joint Marine Corps/J9 Initiativ

1. Joint Urban Warrior (JUW) War Game series
2. Expeditionary Warrior (EW) War Game series
3. Joint concept development support (JUO, SSTRO, etc.)
4. Joint prototype development support (JCPOF, CIED, etc)
5. Joint experimentation support (Urban Resolve, UA, and MNE)
6. Joint modeling & simulation support (SEAS, IGS, etc.)

Focusing Joint CDE to Priority Challenges



Screen

Separate challenges from concerns Eliminate those with limited joint value, limited specificity, lacking any known potential solution, or lacking experimentation potential

Consolidate

Combine similar challenges into similar focus groupings (reduce redundancies and identify synergies)

Map to JCAs

Prioritize

Align JCDE Enterprise effort to key challenges that are ripe for experimentation

Subjectively grade criticality of Challenge

Add Modifying Values
- Higher Tasking
- MPMI Relevance
- Level of War
- JOpsC Gap
- Multiple COCOM Interest

Apply Criteria Weighting

Conduct Sensitivity Analysis

Analyze Results (Review and Refine)

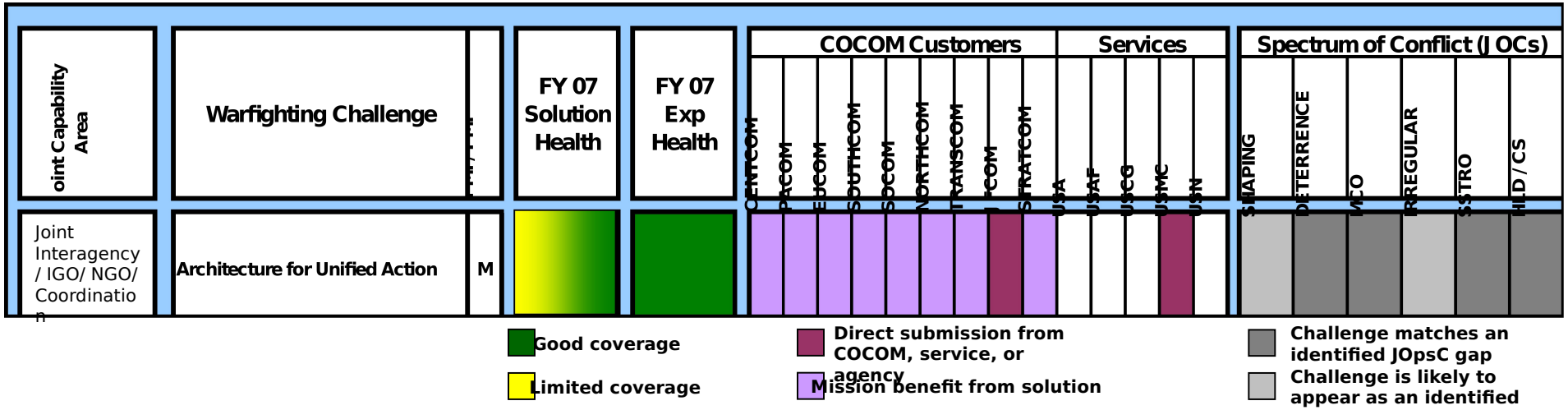
Collaborative Review

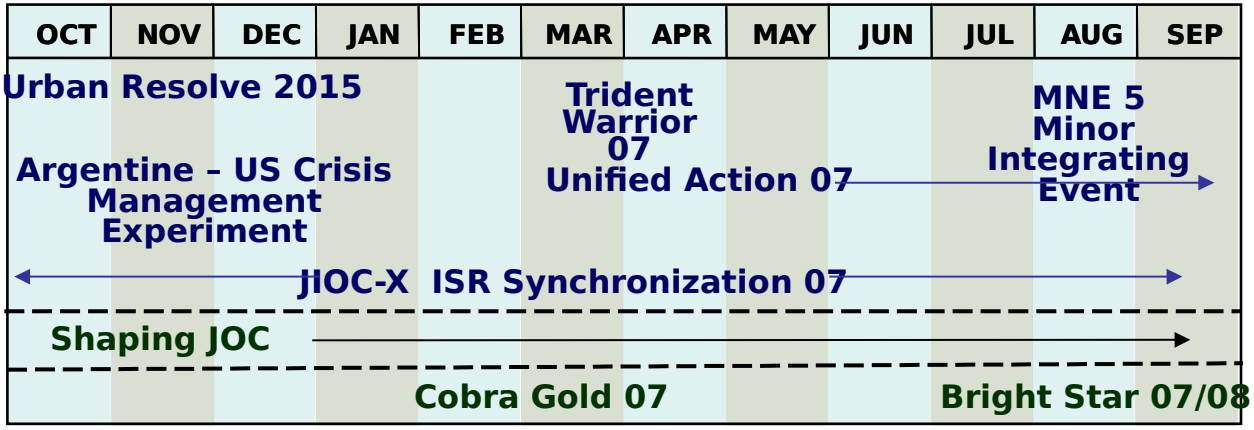
Prioritized Challenges Within the Transformational Issues

From Warfighter Challenge to Experiment

Challenge: Architecture for Unified Action
The Joint, IA, MN, IGO, NGO community requires an architecture that provides structures, processes, and capabilities for planning, coordination, execution and assessment of operations to rapidly achieve the desired effects through a unified effort by all mission partners.

Architecture for Unified Action Selected Solutions	Lead Organizations
Cross-Domain Collaborative Information Environment	JFCOM, J9
MN IA & NGO Information Flow	JFCOM, J9
Coalition Shared Intelligence Network Environment	EUCOM
USG Handbook on Stabilization and Reconstruction	JFCOM, J9
USG Planning Process	JFCOM, J9
Multinational Interagency Group Process	JFCOM, J9
Scenario-based USG planning tool (Horizon)	JFCOM, J9

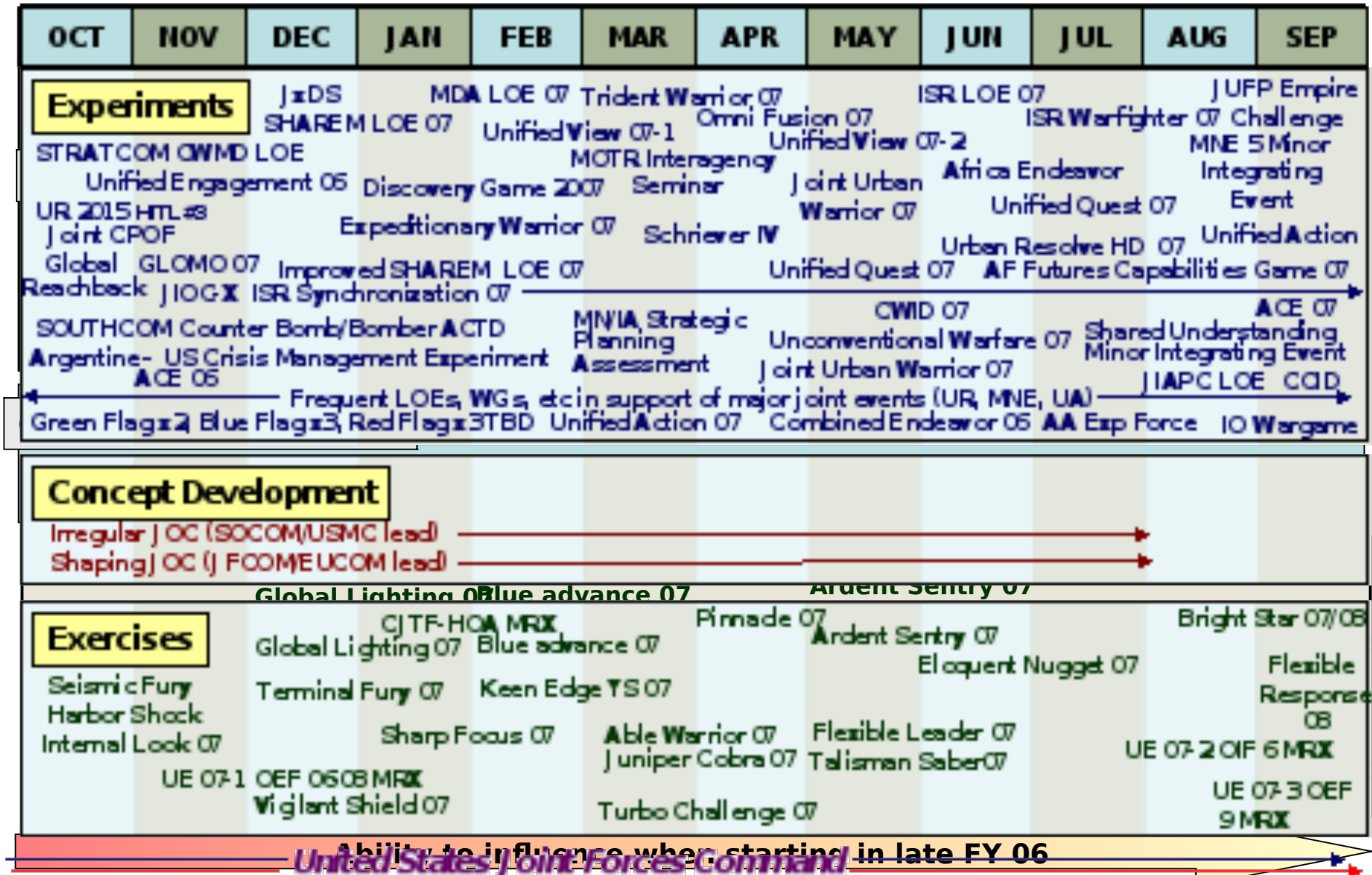




Events	Leads
Argentine-US CME	SOUTHCOM
Urban Resolve 2015	JFCOM, J9
Unified Action 07	JFCOM, J9
MNE 5 Minor Integ Event	JFCOM, J9
Trident Warrior 07	USN
JIOC-X ISR Synch 07	JFCOM, J9
Shaping JOC	EUCOM/JFCOM
Cobra Gold 07	PACOM
Bright Star 07/08	CENTCOM

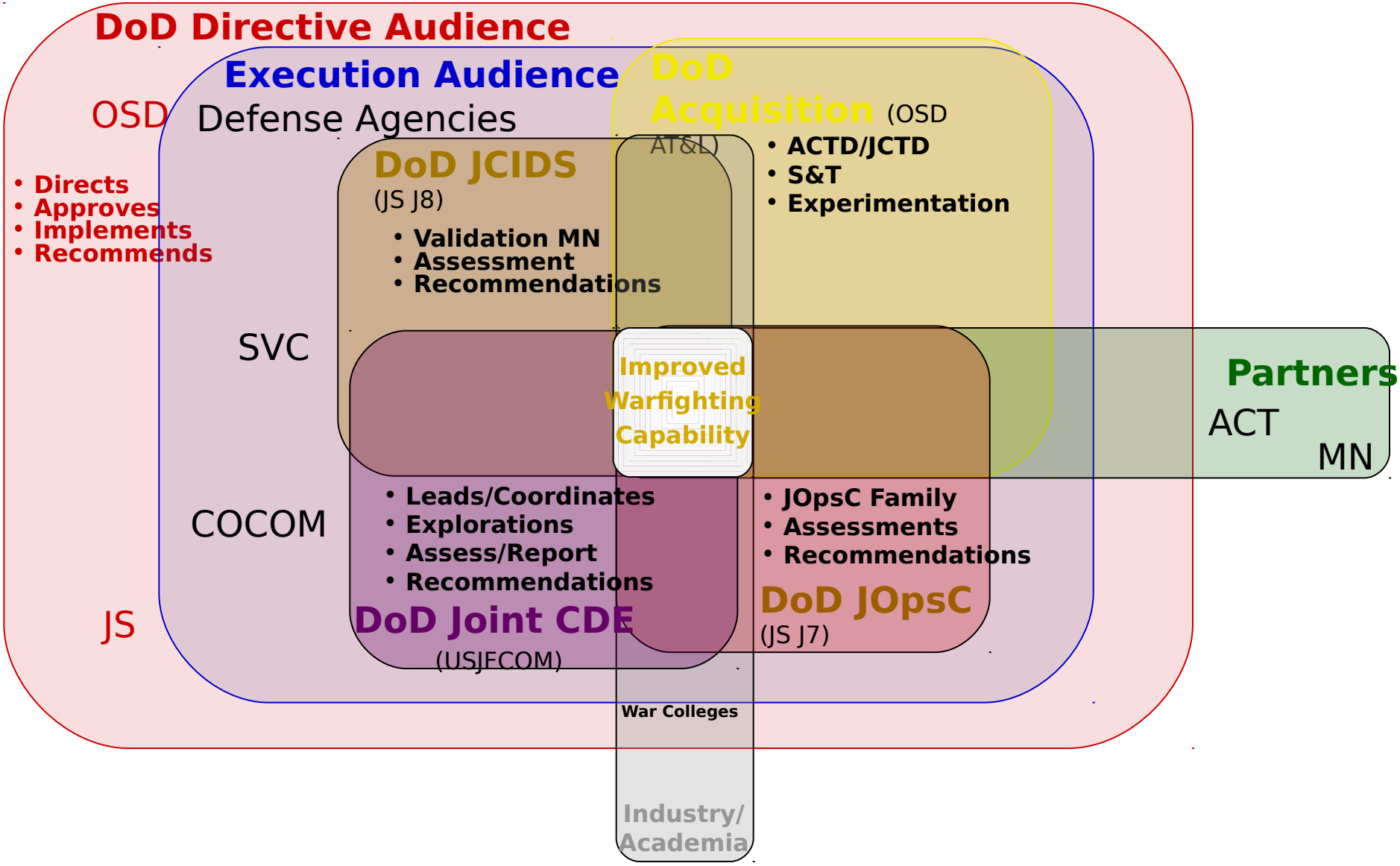
FY 07 Snap Shot

Scheduled Major Experimentation & Exercise Events

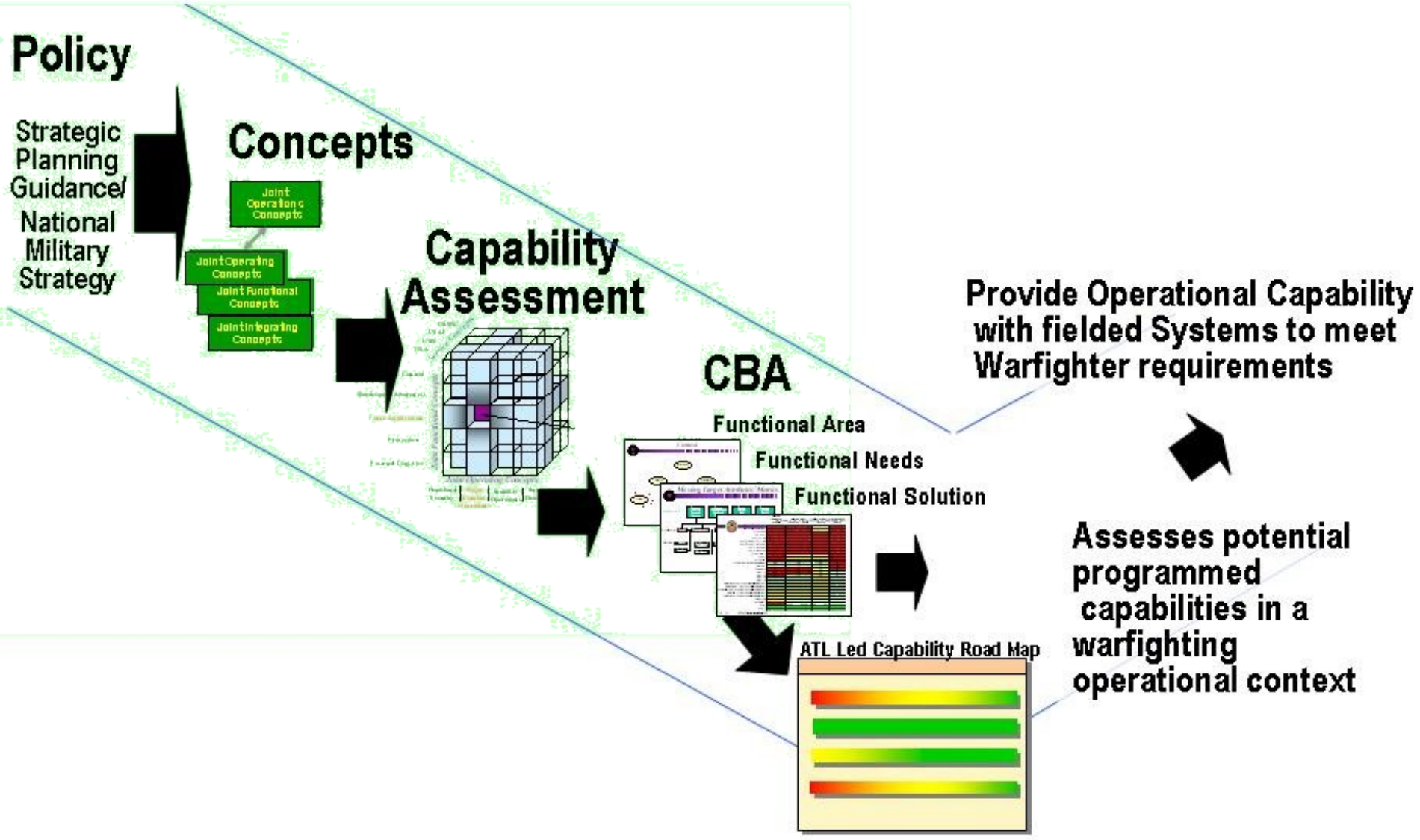


Capabilities Development Environment

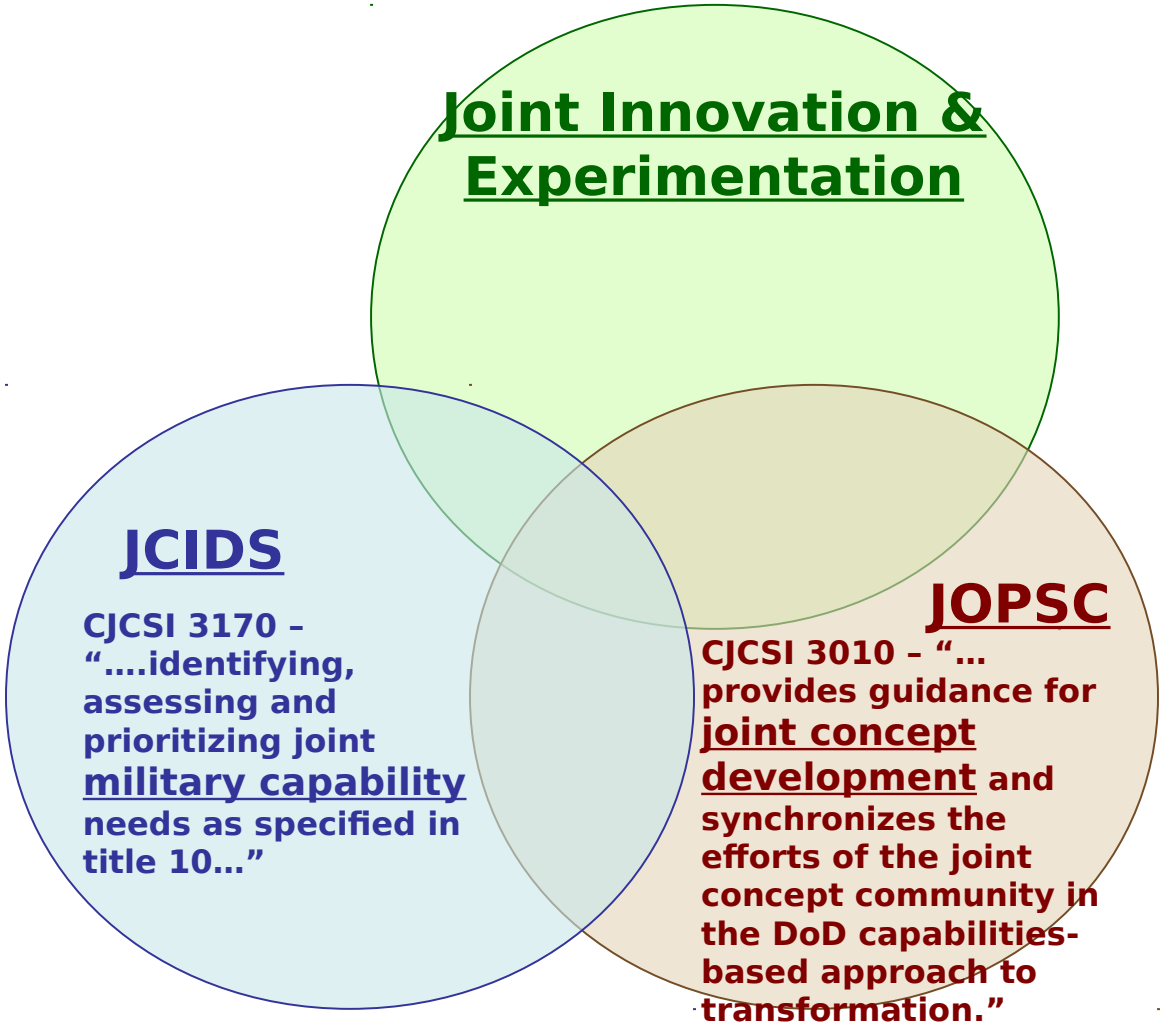
Now and for the Future



Capabilities Development Process



Delivering Improved Warfighting Capability


Joint Innovation & Experimentation
JCIDS
CJCSI 3170 – "….identifying, assessing and prioritizing joint military capability needs as specified in title 10…"
JOPSC
CJCSI 3010 – "… provides guidance for joint concept development and synchronizes the efforts of the joint concept community in the DoD capabilities-based approach to transformation."